



KWADUKUZA LOCAL  
MUNICIPALITY

***KwaDukuza doing business  
simpler, smarter and faster***

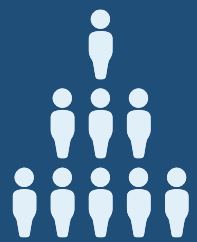




# About KwaDukuza



iLembe District, KwaZulu  
Natal



Approx: 324  
900



Industries: Agriculture, Manufacturing  
and Tourism





# KwaDukuza Context

## Case Study

*Manual and paper-based processes* perpetuate planning related challenges such as delays and inefficiencies, duplication and poor coordination, loss of files and lack of documentation to name a few.

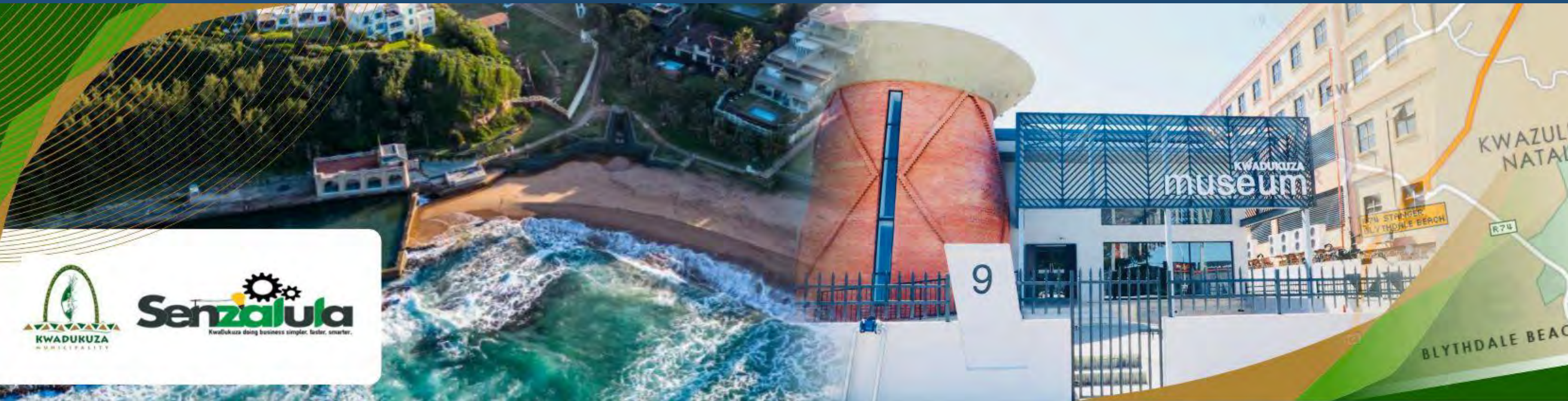
## Municipal Interventions

- Implemented application reforms however, recognised a need for going digital to address pertinent issues.
- Response: The Ease of Doing Business Project





# The Ease of Doing Business Project

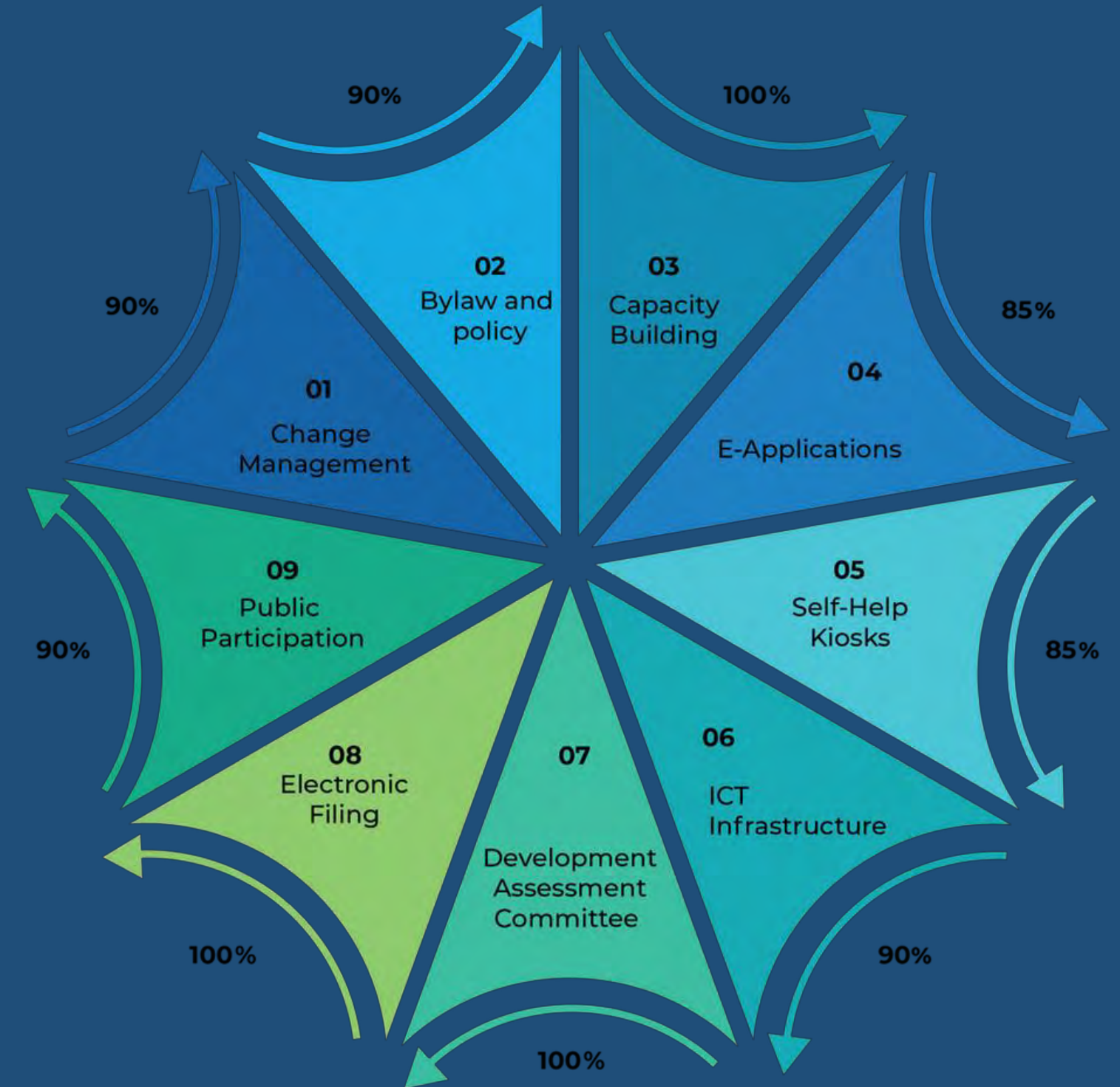




# The Ease of Doing Business



- Collaborative initiative led by the Economic Development and Planning business unit.
- Aims to address planning challenges and cultivate conditions to stabilize the socio-economic situation through the deployment of technology
- Comprised of 9 workstreams
- Core component: developing and implementing an online application system (**Arcgis for Local Authorities- AFLA**)




*The 9 workstreams*

# Modules Deployed

AFLA Online Submission Portal


kdmonline.kwadukuza.gov.za/aflaportal/

 [Login](#)


The AFLA Online Submission Portal system has been designed and developed by Esri South Africa to assist local authorities to diminish queues and promote faster turnaround times on land development applications. The AFLA system is accessible to members of the public, enabling online submission of applications.

## Modules & Tools

Here are the modules that you can use. These modules have a central storage system for all important documents and information. If you have any queries, contact Kwadukuza Municipality on (032 437 5000) or email [communications@kwadukuza.gov.za](mailto:communications@kwadukuza.gov.za)



**Building Plans Management System**  
Assisting you to electronically lodge building development applications.



**Town Planning Management System**  
Assisting you to electronically lodge land development and land-use applications.

- TPAMS
- BPAMS
- Street Naming
- Business Licenses
- Informal Trading
- Zoning Certificates
- Outdoor Advertising
- Complaints
- Electrical Connections



# Modules Deployed

**Complaints Module:** Helping the municipality attend to citizen queries faster.

User Interface

The smartphone screen displays the 'Complaint Submission' form for Kwadukuza Municipality. At the top, there is a green header with the text 'Complaint Submission'. Below the header is the Kwadukuza Municipality logo, which features a stylized archway with a plant inside, and the text 'KWADUKUZA MUNICIPALITY' below it. Under the logo, there is a section titled 'Submit Anonymously:' with two radio buttons: 'Yes' and 'No'. The 'No' button is selected. Below this, there is a text input field for 'Full Name\*'. The bottom of the screen shows a browser address bar with 'survey123.arcgis.com' and standard mobile navigation icons.

Capture details

The smartphone screen displays the 'Capture details' section of the Complaint Submission form. It includes several input fields: 'Full Name:\*', 'Complaint Address:\*' (with a subtext 'Please enter the address of the complaint location:'), 'Contact Number:\*', 'Contact Email:\*', and 'Category:\*' (a dropdown menu with '-Please select-' and a downward arrow). At the bottom, there is a 'Business Unit:' label. The bottom of the screen shows a browser address bar with 'survey123.arcgis.com' and standard mobile navigation icons.

Submit

The smartphone screen displays the 'Submit' section of the Complaint Submission form. It includes a 'Business Unit:' label, a 'Description\*' text area, a 'Photo' section with a dashed box containing the text '1 Drop image here or select image' and a camera icon, and a 'Date of Submission:' section showing '23 Oct 2025 at 13:47'. A green 'Submit' button is highlighted with a red rectangle. Below the button, it says 'Powered by ArcGIS Survey123'. The bottom of the screen shows a browser address bar with 'survey123.arcgis.com' and standard mobile navigation icons.

attach image  
(where relevant)

# Internal Interface

The screenshot displays the internal interface of the AFLA (ArcGIS For Local Authorities) system. The browser address bar shows the URL <https://dvw-kwadukuza.esri-southafrica.com/afla/modules>. The interface features a header with the title "AFLA (ArcGIS For Local Authorities)" and a search bar labeled "Filter modules".

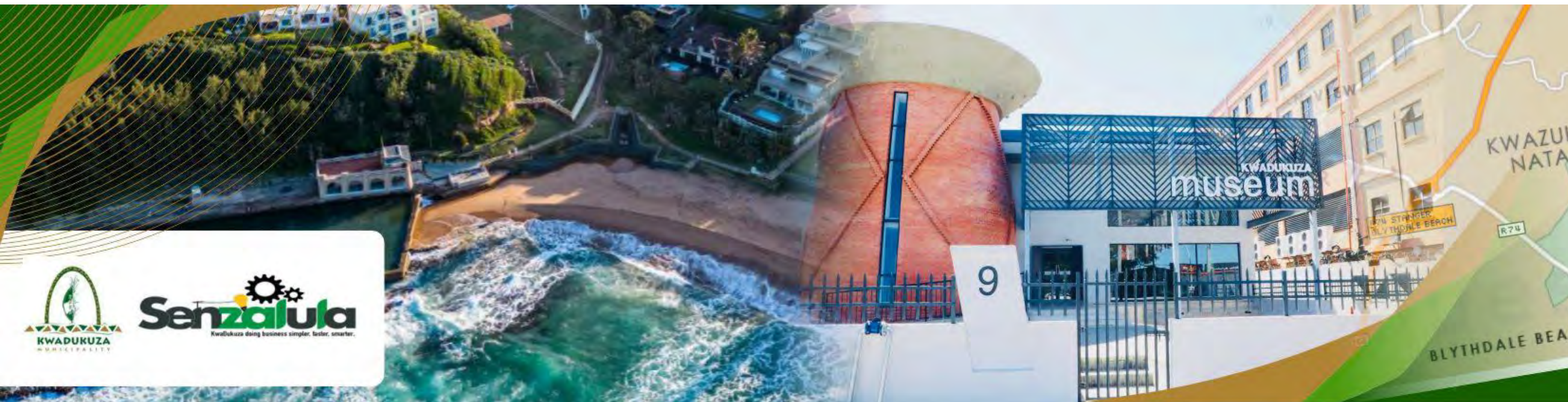
The main content area is organized into a grid of modules, each representing a different service provided by the KwaDukuza Local Municipality. Each module has a title, a status bar with "Overdue" and "5 days to go" indicators, and a numerical value (0) indicating the current status or count.

Module Title	Overdue	5 days to go
Informal Trading	0	0
Outdoor Advertising	0	0
Rates Certificate	0	0
Street Naming	0	0
Town Planning	0	0
Zoning Certificate	0	0



# Key Workstreams

*Preparing People and Processes for successful digital transformation*





# Key Workstreams

## 01 Change Management

- Digital transformation starts with people. Building awareness, buy-in, and ownership across departments was crucial.
- **Senzalula Initiative** launched 1 September 2022



The term Senzalula was coined by the change management team



KwaDukuza officials and executive council members at the launch of the Senzalula Programme.

### KDM to remove red tape

James Anderson

Set to ease the red tape of doing business while also stabilising the electricity network, KwaDukuza municipality's (KDM) Senzalula Programme could have widespread positive implications for municipal performance.

Launched last week, Senzalula - which means 'We make it easier' - is a two-part KDM programme which received funding from the European Union (EU) by way of South Africa's national treasury.

The main focuses are to automate track applications online and allow users and municipal officials to monitor progress towards approvals," said KDM mayor, Lindile Nhaca.

This includes oversight procedures to prevent abuse of medical leave and overtime going forward.

KDM has been heavily hit by energy losses over the past few years, reaching R237-million in the previous financial year alone.

To combat this, the Scada control room will bring the latest in monitoring technology for electrical infrastructure and



LAUNCH: Pictured at the launch of Senzalula Project are (left to right) Deputy Mayor Thulani Ntuli, EXCO member Njabulo Cele, Mayor Lindile Nhaca and EXCO member Colleen Mdladla

By Xpress Reporter

Transacting with KwaDukuza Municipality should get easier with the implementation of the new Senzalula Project, a

of building an organization that works better.

The municipality has identified two projects funded by the European Union via National Treasury, as a launch-pad for the

historic call of becoming a city by 2030.

"This is also where we reaffirmed our commitment to embrace the fourth industrial revolution as part of our



# Key Workstreams

## 01 Change Management

- Various stakeholder engagements with internal users and external either through physical means of interaction or via virtual engagements



INTERNAL  
ROADSHOWS



EXTERNAL + INTERNAL APPLICATION  
COMMENTERS



EXTERNAL STAKEHOLDER  
ENGAGEMENT

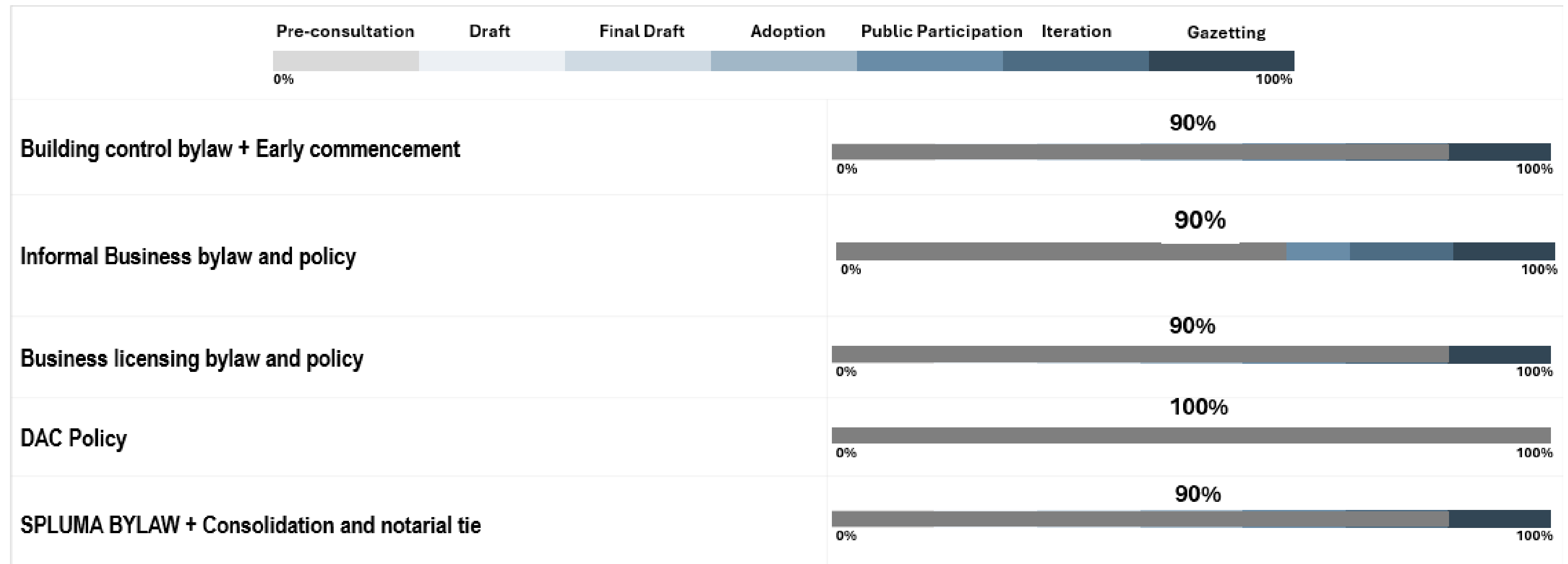


# Key Workstreams

## 02 Bylaws and Policy



- Reviews of existing bylaws and policies to reduce red tape and align with the new way of business





# Key Workstreams

## 03 Capacity Building



- Accredited training was provided to internal users to capacitate officials to give constructive comments on applications

### NHBRC

New building technologies  
accredited by the Department of  
Human Settlements and certified by  
SABS/CSIR

(24 officials)

100%

### IFE

Fire inspection Training (Sprinklers  
pump gas installation and any  
other relevant training) - inspection  
and testing training

(6 officials)

100%

### SANS10400

Frans Dekker - South African  
Institute of Architectural  
Technologists (SAIAT)

(24 officials)

100%

### SOUTH AFRICAN ROAD FEDERATION

Training of traffic officer, forward  
planning, and civil engineering  
(roads) - on reading and  
interpreting of TIA's

(8 officials)

100%

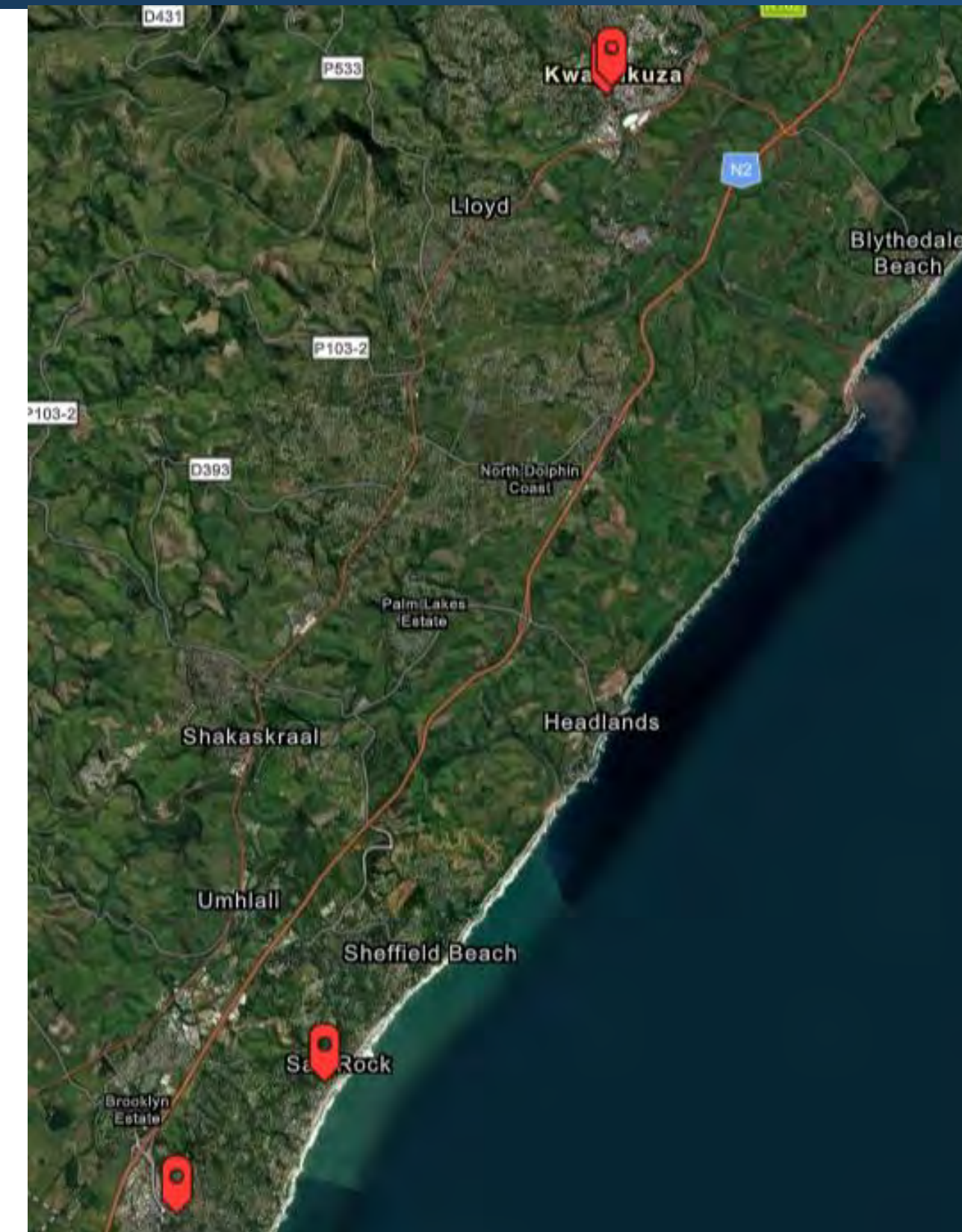


# Key Workstreams

## 05 Self-Help Kiosks



Location	No. of Kiosk allocation
General <u>Gizenga</u> Building (Finance)	1
<u>Kwadukuza</u> Library	1
OK Mall	2
LED Centre	1
<u>Nokukhanya</u> Luthuli Building (Ballito)	2
Salt Rock Library	1
<u>Lavoipierre</u> Building	1
<u>Shakaskraal</u>	1
<b>Total Kiosks</b>	<b>10</b>

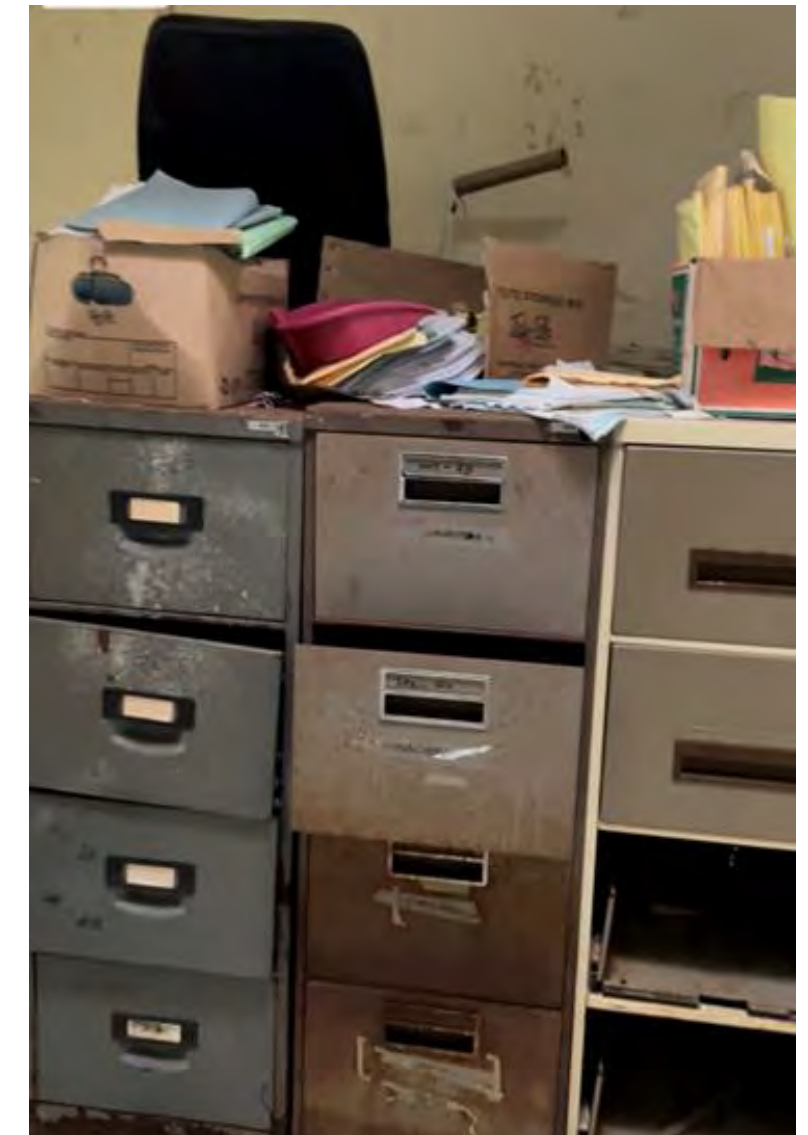




# Key Workstreams

## 08 Electronic Filing

- Phase 1 of scanning complete (salt rock files prioritised)
- 
- METROFILE scanning 15 000 images which will eventually link to the portal so
- that one can view historic building plans.
- 
- Phase 2 of the project will involve scanning all building plans
- and information in the municipality.





# Key Challenges and Lessons





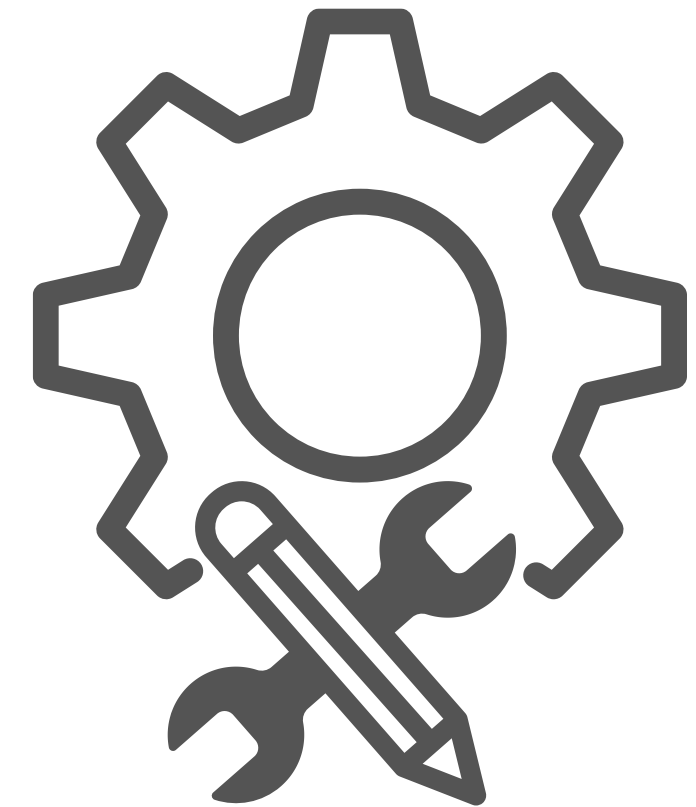
# Challenges

## 1. System in the context of by-laws and policy

- By-laws and policy needed to be altered to complement the system.
- Workflows also needed to be flexible to accommodate aspects of the policy and by-laws.

## 2. Buy in from stakeholders

- Some Modules like Rates and Clearance could not be implemented



“The new system will only work if we get buy-in from stakeholders such as department heads and IT staff.”  
This means the project team needs stakeholders to agree with the plan and actively support it, not just know about it.



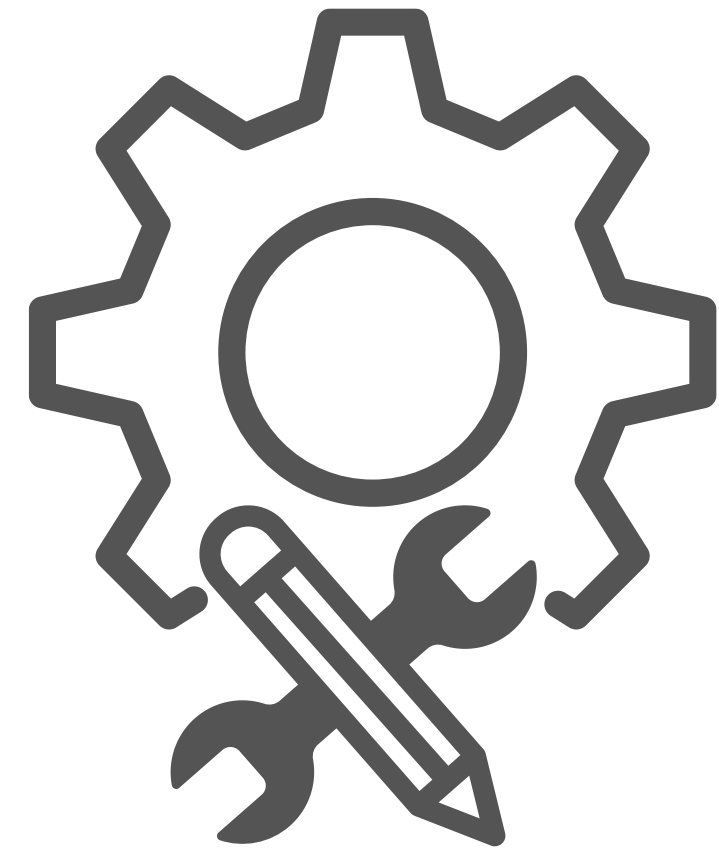
# Challenges

### 3. Process- awareness from stakeholders

Stakeholders must understand each step – from application submission to approval – and who is responsible for each part.

A lack of process-awareness often results in:

- a. Miscommunication between departments or project teams
- b. Delays in decision-making or task execution
- c. Duplication of effort or skipped procedural steps
- d. Inconsistent outputs and reduced accountability
- e. Difficulty in aligning actions with overall project or organizational goals





# Next Steps and Outlook



Mava- conclude



# THANK YOU

